

Newsletter
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BSA
52 Broad Street
Boston MA 02109-4301

617-951-1433x221
800-662-1235x221
617-951-0845 (fax)
bsarch@architects.org
www.architects.org

ChapterLetter
submission deadlines:
Apr ads: Mar 15
May news: Mar 18

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Italian cloisters and courtyards

The uncommon and intriguing mythical splendor of Italian design is perhaps best represented for many visitors to Italy by the wealth of church cloisters and courtyards that define so much about the country's civic and spiritual heritage.

In these cloisters and courtyards — such as the cloister of Palermo's Church of San Giovanni pictured above — BSA President Charles Tseckares FAIA has found a special wonder that he shares in his presentation in the BSA Lecture Series on **March 17**. Tseckares, a principal in

the Boston firm of CBT/Childs Bertman Tseckares, takes us on a magical design tour of courtyards and cloisters during his presentation as he recollects the influence Italian architecture has had on him as an architect.

Tseckares' presentation on March 17 begins with a 5:30 pm reception at the BAC, 320 Newbury St., Boston; the slide-lecture begins at 6:00 pm. There is no charge for BSA members; all others are also welcome and pay \$4.00 or may join the BSA at the door.

Air barriers in the building envelope examined

On **March 25**, the BSA sponsors a full-day workshop on "Air Barriers in the Building Envelope" at the Sheraton Needham Hotel.

Based on the groundbreaking conference of the same name in Washington DC in 1998, this BSA event is a special technical conference for architects, contractors, engineers, clients, subcontractors and others who deal with building-envelope issues. Sponsored by the BSA Building Envelope Committee and led by Committee member Wagdy Anis AIA, the conference faculty includes North America's leading air-barriers/building envelope

researchers and practitioners, many from Canada, who made the Washington DC conference so successful.

Attendance will be limited at the March 25 conference so BSA members and allies are urged to call the BSA today for registration materials (617-951-1433x221) or e-mail us at bsarch@architects.org.

Ed. note: See p. 5 for details on two other workshops focusing on the building envelope and on exterior wall detailing.



	Event	Location/Sponsor	Cost/RSVP
Jan. 13 — Mar. 26	"Big and Modern" — the continuing exhibit of two major new high-rise projects in Boston: Millennium Place and 33 Arch Street (see below)	The Architects Building Sponsored by Suffolk Construction Co.	Free
Mon., Mar. 15 6:00 pm	"Working Abroad" — this is the monthly informal presentation of work overseas by New England architects; this month it is Richard Greene FAIA (see story below)	The Architects Building Sponsored by the BSA's International Committee	Free 617-951-1433x221
Wed., Mar. 17 5:30 pm	"Italian Church Cloisters and Civic Courtyards" — the monthly BSA Lecture Series welcomes BSA President Charles Tseckares FAIA (see p. 1)	BAC, 320 Newbury St., Boston	Free for BSA members; \$4.00 at the door for non-members
Thurs., Mar. 25 8:00 am	"Air Barriers in the Building Envelope" — a full-day BSA symposium with the leading North American experts on air barriers (see p. 1)	Sheraton Needham Hotel Sponsored by the BSA's Building Envelope Committee	Cost varies: call 617-951-1433x221 for registration details
Fri., Mar. 26 8:00 am	"Sealing the Building Envelope" — a half-day BSA workshop on envelope-sealing problems and techniques with Build Boston expert Dennis Kulesza (see p. 5)	The Architects Building Sponsored by the BSA	Cost varies: call 617-951-1433x221 for registration details
Mon., Mar. 29 9:00 am	"Exterior-Wall Detailing" — another Build Boston expert, Fred Nashed AIA, returns with an expanded version of his perennially popular workshop (see p. 5)	The Architects Building Sponsored by the BSA	Cost varies: call 617-951-1433x221 for registration details



Anhui International Trade Center designed by The Stubbins Associates in China; the associate architect is Anhui Architectural Design Institute of China.

Green presents his work overseas for BSA crits

Richard Green FAIA, Managing Principal of The Stubbins Associates, is the guest in this month's installment of the BSA's popular "Working Abroad" program sponsored by the BSA International Committee.

All design professionals are welcome to join us as Green leads our exploration of New England architects working in the global marketplace.

Green's presentation, at 6:00 pm on **March 15**, is part of the BSA International Committee's monthly series of presentations by New England architects working around the globe.

These informal, wine-&-cheese evenings at the BSA are free and have proved to be excellent design, marketing and networking opportunities as they provide exceptional insights into securing and executing work overseas.

Join us at The Architects Building at 6:00 pm on March 15; RSVP to 617-951-1433x221.

*Estelle Jackson, Assoc. AIA, Chair
BSA International Committee*

"Big and Modern" exhibit continues at BSA

The intriguing exhibit of the two new towers soon to be built in Boston — 33 Arch Street and Millennium Place — has proved to be provocative and popular and thus has been extended at The Architects Building **through March 26**. Exhibit hours are Monday - Friday, 9:00 am - 5:00 pm.

Sponsored by Suffolk Construction Co., the exhibit opened in January and a special reception was held at that time with the support of Millennium Partners/MDA Associates and Frank King Associates. If you are interested in more information about the two new projects, e-mail requests to alee@architects.org.

*Robert J. Taylor AIA, Chair
BSA Exhibits Committee*

Charles Street/MGH [Ⓟ] competition yields many ideas

In late 1998, the Massachusetts Bay Transportation Authority sponsored its first "open ideas" design competition in an effort to generate proposals for the renovation and modernization of the Charles Street/ MGH [Ⓟ] Station in Boston. The intent of the competition was to solicit ideas that would transform the Charles Circle area and the Station in particular into "a welcoming and accessible gateway to the neighboring communities and institutions."

Led by Barbara Boylan AIA, Deputy Director of Design for the MBTA, and John Messervy AIA, Director of Capital and Facilities Planning for Partners HealthCare, this ideas competition was a prelude to the publication of a formal RFP for the project to be issued soon.



The jurors for this competition included MIT School of Architecture's Ellen Dunham-Jones, RA and Stull and Lee principal David Lee FAIA (both pictured above during the jury process) and Graham Gund FAIA of Graham Gund Architects, Alex Krieger FAIA of Chan Krieger & Associates, Frank Mead AIA of Mead Consulting, and Cynthia Smith ASLA of The Halverson Company. They reviewed 133 submissions and honored these designers:

First Award (\$4,300 each)

Alexander Chouls, Maria Aiolova, and Tunch Gungor, Brookline
Charles Hagenah AIA, Boston
Robert Marks, Boston
Thomas Melville, Boston
Arturo Vasquez AIA, Brighton

Honorable Mention (\$1,000 each)

Matthew Hyatt, Assoc. AIA/Angela Ward Hyatt AIA, Brookline
Branka Milosevic AIA, Boston
Michael O'Keefe and Belinda Watt, Boston
Jessica Pineo, Boston
Stephen Rose, Troy NY
Elliot Paul Rothman AIA, Gabriel Yaari, Michelle Ho, Anna Kuperman, Max Drivin and Eric Belson, St. Affil., Boston

Citations (\$500 each)

Jennifer Davy/Rolando Mendoza/Keith Nelson, Cambridge
Keith Engel, Troy NY
Susan Hoadley and William Massey, Boston
Paul Lukez AIA and Steven Beaucher, Assoc. AIA, Somerville
Kristen and Mary Turner and Tara, Boston

The results of this competition were exhibited at Build Boston in November and the MBTA and Partners HealthCare are planning additional exhibits this year; for details, call Boylan at 617-222-3079.

Local architects receive national honors



Anmahian Winton Associates in Cambridge is being honored this year with a national AIA Honor Award in Architecture for the firm's design of Minneapolis Pathways (above), a healthcare center for which Shea Architects was the architect-of-record.

Another Cambridge firm, Kennedy Violich Architects, has received a national AIA Honor Award for Regional and Urban Design for the Theater District Streetscape Masterplan the firm created for Boston.

For more information on these projects, call Anmahian Winton Associates at 617-497-6600 or Kennedy Violich Architects at 617-367-3784.

Charles Tseckares FAIA, President

Energy code alert

The Massachusetts Board of Building Regulations and Standards (BBRS) is considering a proposed revision to 780 CMR, Chapter 13. BSA members are encouraged to review the draft proposal and to offer comments/crits; the draft is available to download from the BBRS Website (www.state.ma.us/bbbs) and the BSA's March 25 symposium on "Air Barriers in the Building Envelope" relates to this issue specifically (see p. 1).



Charles Tseckares FAIA

Design of hospital interiors is explored

Hospital Interior Architecture/Creating Healing Environments for Special Patient Populations is a huge book from John Wiley & Sons by Jain Malkin that explores the latest research on the relationship between the environment and healing, surveys a range of outstanding hospital facilities, and is loaded with scores of color and other photographs, drawings, and plans.

Now available from the BSA, this ambitious 475-page effort begins with a review of current research and its relationship to practical experience, methods of creating healing environments, and "the quest for excellence." In 16 chapters, Malkin examines diagnostic imaging centers, children's hospitals, cancer centers, rehabilitation facilities, critical-care facilities, chemical-dependency recovery hospitals, birth centers (free-standing and acute-care settings), psychiatric facilities, ambulatory-care facilities, teaching and research facilities, long-term care facilities, congregate care facilities, and wayfinding design.

The book may be ordered using the BSA Special Publications catalog inserted in this issue of the ChapterLetter; it is item #204. For additional copies of the catalog, call 617-951-1433x221.

Working drawings are examined in detail

The Working Drawing Picture Book is a new tool available from the BSA and published by Guidelines, the California consulting service for the building industry.

This unusual "picture book" is designed to help architects produce better, more efficient, more useful working drawings by exploring "the best and the worst in construction documents." According to the publisher, the book includes side-by-side drawings of the best time-savers and the worst time-wasters, demonstrates why many drawings lead to change-orders and why the most time-consuming drafting often serves no useful purpose.

Examples in the book include working drawing notes that are not helpful, dimensions that are "worse than useless," overdrafting that kills time "and tells contractors to start counting extras," interior elevations that should never be drawn, exterior elevations with the most lines and the least information, "why you can never trust a site survey," construction details that "show everything except what the contractors need to know," drawings that contradict specs, bulky drawings that say little more

to contractors than "you better bid high on this," and concludes with the 10 worst problems in CADD documents, an introduction to the new national Uniform Drawing Standards, and checklists for graphic clarity.

The book can be ordered using the BSA Special Publications Catalog inserted in this issue of the ChapterLetter; it is item #205. For additional copies of the catalog, call 617-951-1433x221.

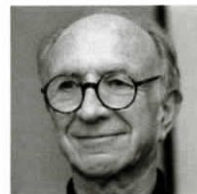
Calls for Entries: urban design and sustainable design

The BSA administers two Spring design awards programs for architects and other design professionals throughout the world. This year the BSA welcomes the AIA New York Chapter (Manhattan) as co-sponsor of both these national design awards programs.

♦ **The BSA 1999 Urban Design Awards** biennial Call for Entries is in the mail to all architects in Massachusetts and New York City who are eligible to submit urban design projects throughout the world. In addition, architects throughout the world are eligible to submit Massachusetts and New York City urban design projects. The AIA New York Chapter's Zoning and Urban Design Committee is the co-sponsor in Manhattan. The deadline is **May 3**; for additional copies of the Call for Entries, call 617-951-1433x221.

♦ **The BSA 1999 Sustainable Design Awards** program is sponsored by the AIA New York Chapter Committee on The Environment. This biennial program is national in scope; design professionals throughout the world are eligible to submit sustainable design projects located anywhere in the world. The Call for Entries has been mailed to all Massachusetts and New York City architects. The submission deadline is **May 17**; for additional copies of the Call for Entries, call 617-951-1433x221.

For a copy of the BSA's annual awards schedule, which includes information on AIA New England and AIA National awards programs, call 617-951-1433x221 and ask for the Annual Design Award Schedule.



Former Princeton dean and AIA New York Chapter past-president Robert Geddes FAIA is among the jurors in this year's Urban Design Awards program.

photo: Dorothy Alexander

It's a waterfront issue

The focus of the Spring issue of *ArchitectureBoston* is waterfronts — urban harbors, working harbors, coastal building, and port cities.

Elizabeth Padjen FAIA, editor of *ArchitectureBoston*, notes that, “with this issue of *ArchitectureBoston*, we hope to remind Bostonians of a broader context in which to evaluate the Seaport plan. But we also hope to stimulate new thinking about waterfront planning and design in all coastal communities. What is an appropriate architecture for the water's edge? How can public interests coexist with private rights? How can we protect vulnerable maritime industries? What uses should we allow? How can our buildings contribute to a healthy waterfront economy? Indeed, the relationship between economic development and architecture is remarkably understudied, treated more like a clandestine affair than a partnership. But architectural innovation — leading at times to the invention of entirely new building types — has already proved to be a rich fuel for waterfront economies.”

This issue of *ArchitectureBoston*, which accompanies this issue of the ChapterLetter, is also being distributed to key individuals in Massachusetts port cities, political leaders, cultural institutions and government agencies.

For *ArchitectureBoston* advertising information, call the BSA Sales Office at 800-996-3863. For editorial calendar and subscription information, call the BSA at 617-951-1433x227.

*Nancy Jenner, Managing Editor
ArchitectureBoston*

Design professionals take the Hill

The legislative outreach effort of the architecture community in Massachusetts over the last five years has become increasingly successful with the active participation of members statewide. In January, for our annual Freshmen Legislators Breakfast at the Omni Parker House, we had our largest turn-out ever of members and of legislators. We have built successfully on relationships established between architects/design professionals and the legislative leaders across the State.

Next month, for the fourth year, we will create a large presence on Beacon Hill by encouraging as many architects and design professionals as possible to attend Design Professionals Day at the State House on Wednesday, **April 14** from 8:30 am to 11:30 am. On this day we hear from legislative

leaders and then enjoy individual meetings with our local legislators in their offices. The legislators enjoy this opportunity to hear from us about the issues that concern us and that affect the health, safety and welfare of the residents of the Commonwealth.

If you have not joined us for this day in the past, please consider attending this year and make a difference in the legislative process that affects our practices every day. Together we have an impact.

Plan on attending on April 14 — see the information sheet inserted in this issue of the ChapterLetter and watch your mail for more information. With questions, call Alexandra Lee at the BSA (617-951-1433x225).

*Michael Hicks AIA, Chair
Legislative Affairs Committee/BSA Vice-President*

Three BSA workshops in March focus on building design

As noted on p. 1, the BSA is sponsoring a major conference this month on “Air Barriers in the Building Envelope.” That full-day conference is on **March 25** and is led by experts such as **Wagdy Anis AIA** of Shepley Bulfinch Richardson and Abbott.

The following day, on **March 26**, the BSA sponsors one of its perennial favorites, the special workshop on “Sealing the Building Envelope.” This workshop, led annually by BSA Corporate Affiliate member **Dennis Kulesza** of Metropolitan Restoration & Waterproofing, focuses on everything you need to know about the building structure and how water can penetrate it.

Then, on **March 29**, **Fred Nashed AIA** offers a half-day, extended version of his Build Boston workshop on “Exterior-Wall Detailing,” which addresses air infiltration, water leakage, and vapor migration as well as common mistakes in exterior-wall detailing.

For registration and other details on these and all other workshops in the BSA's Spring series, call 617-951-1433x221.

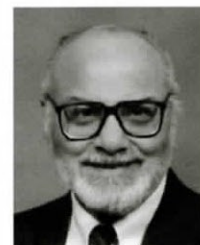
The Boston Civic Design Commission, which reviews major development proposals in Boston, regularly holds its public meetings on the first Tuesday of each month. All meetings are at 5:15 pm in the Kane Simonian Room (the BRA Board Room) on the 9th floor of Boston City Hall; meetings are open to the public.



Wagdy Anis AIA



Dennis Kulesza



Fred Nashed AIA

Schools and the profession are "partnering" through the BSA

The BSA's Education Network is exploring new connections among the BSA, students, and architecture school faculty. Our goal is to strengthen these alliance and build new programs toward this end.

While the scope of our mission is sometimes daunting, we marvel at the number of relationships that already exist. For example, not only do many BSA/AIA members actively teach, administer and serve on juries in the local architecture/design schools but many representatives of the BAC, HGSD, MIT, and Wentworth serve on the BSA board and many of the 70 BSA committees/task forces/working groups are chaired by architecture school faculty/administrators and often include faculty members and students as committee members.

The Education Network is coordinating new programs and resources such as the recent exhibit of young architects' award-winning work at the BAC. Earlier this year we mailed an "Expert Sources" survey to all BSA members soliciting speakers, practitioners, and interested BSA members to address a range of topics of interest to architecture students and other constituencies and audiences. (For a copy of the "Expert Sources" survey, call BSA Director of Communication Lisa Oldham at 617-951-1433x223 or e-mail your request to loldham@architects.org.)

In addition:

- ◆ The redesigned and greatly enhanced BSA Website will feature network links to New England design schools.
- ◆ Our series of Education Network breakfast discussions is a networking opportunity.
- ◆ Build Boston '99 will include several new programs for students and an expanded version of the student examination of architectural education inaugurated by the Network at Build Boston two years ago.
- ◆ The traditional series of scholarships and prizes provided by the BSA to local architecture schools will be re-examined and improved on the basis of suggestions from faculty and students.
- ◆ Joint lecture and exhibit programs now offered by the BSA and the schools will be enlarged.
- ◆ The annual reception at the national AIA Convention hosted jointly by the BSA and the local architecture schools will be enriched to provide a focus for local students and faculty attending the Convention.

◆ The annual Build Boston Crit Clinic and Career Day programs that traditionally have brought practitioners and educators together with students and interns will continue to be refined so they remain the best of their kind in the country.

◆ The Network continues the three-year-old efforts by the schools and the BSA Board to address the best critiques from the Boyer Report on architectural education and attempt to improve the education/practice connection accordingly.

The goal of all this we hope is apparent: to ease the transition for young professionals from school to practice and to strengthen the shared world of architectural education and practice in New England in every way possible.

Interested in learning more about the Education Network? Please join us on the first Wednesday of every month at 8:00 a.m. or contact me at 617-492-8400x1571/jrossi@brunercott.com or BSA Deputy Director Nancy Jenner at 617-951-1433x227/njenner@architects.org.

*John Rossi, Assoc. AIA, Chair
BSA Education Network*

Avoid the "seven deadly sins" of practice

Promising too much, failing to collect your fee, ambiguous contracts, problematic specs, the shop-drawing process, site safety and ambiguous service agreements are the seven deadly sins for Gadsby & Hannah attorneys Richard Allen and Brian O'Rourke. These two Boston lawyers outline the seven deadly sins and how to "do penance" in order to protect your practice in a recent article in Principal's Report. For a copy of this three-page article (available only by mail), AIA members in Massachusetts should send requests with a 33¢ SASE to 7 Sins/RF, BSA, 52 Broad St., Boston 02109; non-members should include a \$10.00 handling fee payable to the BSA with the SASE.



John Rossi, Assoc. AIA

The BSA partnering service works

Several years ago, the BSA developed a partnering consulting service for BSA member firms and others with an interest in partnering and related organizational management skills. This BSA service is provided by Dr. William Ronco, the founding principal of Gathering Pace Inc., who has over 15 years of experience working with organizational team and communications issues in the building industry. Ronco is also the author of the Partnering Manual for Design and Construction, which is available through the BSA. For a two-page description of the BSA's "Organization Team Building and Partnering Consulting Service," call 617-951-1433x221 or call Ronco directly at 617-275-2424.

The ideal Y2K glitch...?

Memo : January 25, 2000

Subject : Vacation

Our records indicate that you have not used any vacation time over the past 100 years. As you are aware, employees are granted three weeks of paid leave per year or pay in lieu of time off. One additional week is granted for every five years of service. Please either take 9,400 days off work or notify our office and your next paycheck will reflect payment of \$ 8,277,432.22 which will include all unused vacation pay and interest for the past 1,200 months.

Sincerely,

Automated Payroll Processing

This charming vignette, courtesy of BSA in-law Corey Snow, may be hyperbole. However, it does remind us to think about Y2K and how it might affect our businesses. At the BSA, the staff has taken some preliminary steps to bring our office up to speed as we suspect most members have. We would like to share any information or advice you have with our readers so we all can consider what steps, if any, we should be taking now.

In our case, the BSA staff computer wizard has tested all of our software multiple times checking for problems and updating software when necessary. We have also contacted all of our vendors to ascertain the status of their products and services with respect to Y2K compliance. We have developed a list of Websites that seem to be useful resources; one source we particularly recommend for architects is the national AIA Website. The address is www.e-architect.com; check under the Y2K button.

We are considering hosting a Y2K forum for the membership in the coming months. If you are interested in participating in such a forum or obtaining a list of Y2K Websites, e-mail me at alee@architects.org.

Alexandra Lee, Special Projects Director

Repeal of town by-law led by local architect

On December 7, 1998, a by-law regulating building licenses was repealed in the Town of Arlington. William Rowe AIA successfully called the Special Town Meeting to repeal the outdated law requiring licensing of builders in Arlington by the town (as separate from licensing by the State).

Of interest to BSA members is the fact that several municipalities in the Commonwealth have similar outdated laws in place that, Rowe notes, effectively diminish competition and promote favoritism.

Fortunately, only a minority of Massachusetts communities retain such local licensing provisions that inhibit high-quality work in the industry.

Competent contractors perceive local licensing laws as incoherent, out of date, and biased. Local laws can require building practices that do not match accepted state and national standards because local practices are frequently outdated. Many local laws also conflict with state law on key issues. And, significantly, as in the case with the Town of Arlington, the contractor/builder can be considered licensed if an employee — not the owner or company as a whole, but an individual employee — holds the license. In addition, local licensees are not required to be state-licensed. For example, one third of the builders' licenses held in Arlington are held by contractors or builders *not* licensed by the state and, therefore, such builders are able to work *only in Arlington*. Finally, licenses are issued to permit construction of specific building types, yet in Arlington the "types" licensed are no longer standard building types.

Problems also exist with the methods used in granting such licenses. For example, the Arlington by-laws required that the Board governing licensure be made of up six members including — at minimum — a licensed architect, licensed engineer, and a licensed or experienced contractor. Such by-laws were not regularly honored no doubt due to the lack of knowledge and interest within Town government. In fact, the Licensing Board had been unable to entice a licensed architect to join it since 1984.

Bill Rowe AIA went to bat, not just in his own interest, but in the interest of local and state builders, developers, and architects. He circulated a petition to amend the Town by-laws and collected 200 signatures. He also enlisted the assistance of the BSA Legislative Affairs Committee as well as Associated General Contractors. He contacted all BSA members known to reside in Arlington, who assisted by lobbying Town Meeting members about the by-law. In addition, Chip Harkness FAIA spoke at the Town Meeting in support of the repeal.

The success of this effort underscores the possibility of making positive changes in other Massachusetts municipalities. If you know of an outdated or unfair local regulation, call the Legislative Affairs Committee (617-951-1433x225) and/or Bill Rowe (781-643-2571), who is happy to offer advice on dealing with town governments.



Bill Rowe AIA, P.E.

Back to basics: a project-preparation primer

The time between the first pre-construction meeting and the next move is the most crucial for any project to succeed. Before developers and general contractors break ground, hammer down the first nail, or screw in the first screw, they should first schedule a meeting of all the players involved in the project and go over a carefully planned checklist. It will make the entire construction project sail smoothly. Here is a 10-point checklist for the primary players involved in any construction project.

#1 The contractual agreement — The AIA contract is pretty standard and most companies have it on disk for easy implementation. The contract should be faxed to both the general contractor and the owner for review prior to the first meeting if possible. If it looks as if you can't get a contract together in the time needed, the general contractor should be given a Notice to Proceed letter with a starting date and a finish date included.

#2 The Construction Schedule — Start and finish dates are imperative. What are the long lead-time items? If, for instance, you're renovating 50 bathrooms, when fixtures and faucets start arriving becomes crucial to when your rough and finish work needs to be complete. Telling the general contractor, the architect and the owner what they will need to make decisions on quickly will save time later on.

#3 Establish the weekly meeting schedule — Are we going to meet Monday at 10 a.m. every week? Same time, same channel every week is crucial and everybody needs to make a commitment to attend.

#4 Terms of payment — Are we going to invoice every two weeks or once a month? How long thereafter will the check arrive? This will be discussed in the contract but what is not usually discussed is the percentage of profit and overhead allowed on change-orders. This has a tendency to vary all over the place. Typically homeowners and smaller projects allow 20% on materials and labor; the figure grows smaller for larger commercial projects. It is important to establish this in the beginning and there is no time better than the first meeting.

#5 The building permit — When is the application going to be submitted and how long will it be before it is signed? Will the building inspector allow us to start the demolition? Some will, some won't; the project depends upon the information, so let's find the answer.

#6 Insurance certificates — These need to be in place before anyone sets foot on the construction site. Certificates need to be in place for all the subcontractors including the General and any

additional insured, if necessary. Obviously, without insurance...well let's not even go there.

#7 A project directory — A simple project directory with telephone, fax, addresses, e-mail and portable phone numbers should be established listing all the subcontractors, architects, owners and emergency numbers that relate to the project. This, as simple as it sounds, will save a lot of time and aggravation.

#8 Work areas — Where are we going to start first, who is going to be affected, and who needs to move or relocate? Work areas should be scheduled. Where is the clean-up area, where can paint brushes and other tools can be washed? Storage areas should be established as well. Where can tools get locked up so they don't walk away? Where can we establish a field office? Is the owner supplying a telephone line? Do we need to bring one in? Fax machines for jobs of any size are a good idea. A dedicated line for data should also be set aside. These areas also need to be secured. All these office tools make the project run smoother.

#9 Chain of command — What is the chain of command? For instance, how will change-orders be handled? Do change-orders start with the architect and then go to the owner or *vice versa*? Who has authority to issue emergency change-orders? Do they have to be signed or is a verbal authorization, followed by a written request, acceptable? Understanding up front what the chain of command is will save both time and egos down the road.

#10 Project goals — This might sound a little hokey and might not be appropriate for smaller projects, but larger projects can benefit immensely from them. For instance, establish a list of goals that are important to your specific project such as cleanliness (it might be an office that has to keep running), safety, quality, schedule, honesty, commitment. Clarifying these items never hurts, it allows all the team players to know what is important to this specific project and it is reinforced in writing and acknowledged by everyone; it's up front and it says *this is important, so pay attention to it*.

This is a basic checklist that should help you start a project on the right path. It might not be possible to have all the items available to start but, by next Monday at 10 a.m., they better be.

*John Iredale, President
The Karsten Company, Inc.*

Ed. note: Iredale's company, a BSA Corporate Affiliate member, is a general construction firm in East Weymouth and can be found on the Web at www.karstenco.com.

AIA Documents

Did you know that the BSA is the best place to buy all AIA Documents because:

- members receive a 10% discount
- we stock all AIA Documents
- we can arrange same-day and overnight delivery
- you support BSA public education programs when you buy from the BSA.

For a current AIA Documents list and order form, call 617-951-1433x221, fax your request to 617-951-0845, or e-mail your request to bsarch@architects.org (include a fax number so we can fax you the list).



John Iredale

Managing conflict in small firms is an art

You are a principal of a small architecture firm in Somerville. The firm was founded by two partners eight years ago and, in time, you and two other architects were promoted to principal, giving you authority to manage projects, money, people, and customers. Of the 11 people at the firm, eight are architects, including the partners and principals, and the rest include a graphic designer, an accounting/office manager, and a student intern. The construction market has been a good one in the past few years and the firm has grown nicely, tripling its projects and doubling its work force. With growth, however, have come new problems and challenges.

Among the partners and principals there has been a growing rift in opinion over the direction in which the firm should go. Although much of your business has been in residential work, some members of the management team have begun to think that the firm should concentrate on larger-scale construction, citing the difficulty of managing a large number of small residential projects. Others want the firm to stick with its proven base of work. The debate over this issue has caused some bad feelings among the partners and principals and has cost all of you a lot of time in arguments and meetings.

To make matters worse, this debate is taking place at a time when everyone in the firm is overworked. The office manager is complaining that he needs to hire a receptionist/assistant, all of the architects and designers are working very long hours, and one of the project architects is about to go on maternity leave. As a result, deadlines have been slipping and little things on projects have started to go awry. So far, your customers have not complained but the stress in the office has been tangible and you are concerned that it will not take much for things to disintegrate further. You already have seen one situation turn into a personal argument between two architects on a project, with hurt feelings on both sides. You can imagine a situation in which the overload and tension in the office start affecting the quality of your firm's work and in which everyone gets embroiled in finger-pointing and recrimination. What can you do to head off the apocalypse and manage the conflicts that arise?

The first step in addressing conflict is awareness. Too often situations that breed conflict go unnoticed for long periods of time until the issues are truly intractable. Since you are positioned in the middle of the firm and can communicate more easily than others with all of the people involved, you can facilitate the free flow of information among the partners, principals, and other employees. Make sure other employees can give you information

without fear of attribution or retribution and find opportunities to talk with them where they work. Show interest in the work they do and the problems they encounter.

Listen carefully to the things that people tell you and let them know you have been listening by paraphrasing to them what they have said to you. Let them finish talking out the entire issue on their mind. The very opportunity to vent a story to an interested ear is often enough to defuse a conflict. Remember that *how you listen* is more important than how you respond. Avoid criticizing or judging people and do not try to solve the problem for them on the spot. Similarly, do not express too much agreement or sympathy with their cause...it might alienate others in the firm. What they need is your empathy and understanding, not your agreement or solution.

Once people have told you what is on their mind, ask them how they would like things to be instead. This achieves two purposes: First, it encourages people to think positively about a future situation they would like to see and ways to attain it, rather than dwelling on a past or present condition they do not like very much. Second, it starts building within people the capacity to address their own conflicts productively rather than depending on you or another third party to solve things for them.

Finally, as you manage the difficult issues before you, keep in mind the context in which the conflicts are occurring. This may include the structure of the firm, the state of the economy and construction industry, things that happened between people in the past, and the values that people bring with them. Encourage people to think of this context, and especially of the alternatives that face them and the firm if you can not resolve matters. Above all, be patient, relentless, and optimistic. Conflicts may have taken quite some time to build up and may take an equally long time to resolve.

Moshe Cohen

Ed. note: Cohen, a partner at The Negotiating Table in Cambridge, mediates business disputes and provides negotiation and conflict management training to businesses and individuals. Cohen and his partner, Dan Winograd, led three Build Boston workshops last Fall. Cohen can be reached at <http://world.std.com/~thetable>.

The network is rich

Defining and promoting the value of architectural services, serving our communities, strengthening our professional networks, and otherwise becoming more effective and successful at what we and our allies do as building industry professionals are at the core of the BSA network. Among the mechanisms available to Massachusetts architects and our allies are the scores of issue-oriented working groups that constitute the BSA. For a complete guide to BSA committees and task forces, call 617-951-1433x221. Here are a few examples of the efforts in which members and non-members are engaged today. Select one for yourself and join us...and earn AIA Learning Units in the process.



◆ **Building envelope** — Elsewhere in this issue (p. 1) is a notice on a special one-day conference on "Air Barriers in the Building Envelope." This conference is one of the activities sponsored by the BSA Building Envelope Committee, a relatively new group led by Richard Keleher AIA of Shepley Bulfinch Richardson and Abbott. Each month the group meets at the BSA to explore the full range of building envelope issues. Window testing, EIFS developments, field-testing of structural silicone glazing and humidity in historic building envelopes are on our agenda. We meet this month at 4:30 pm on March 22 at the BSA. For more information, call Keleher at 617-423-1700.

◆ **Children and design** — On March 10 the BSA YouthVisions Committee gathers at the Museum of Fine Arts for a presentation of MFA curricula developments and a tour of the new Egypt Wing; all are invited — meet us at 6 pm in the East Wing lobby. This committee meets regularly to raise design awareness among the next generation of architects and clients. We work in the community to broaden K-12 students' understanding of the built environment. Recently we have been working with the Muriel S. Snowden International High School to place high-school interns for three weeks at the Boston design firms of Elkus/Manfredi, CBT, and Tsoi/Kobus; arranging a presentation at the Bunker Hill Community College High School's "Women in Technology" program; participating in the Johns Hopkins Institute for the Academic Advancement of Youth Career Symposium on March 21 (students should call Angela Pond at 420-516-0337 for details); and we are planning a revival of the BSA's decade-long KidsBuild program (KidsBuild 2000 is now being planned; call Dan Perruzzi AIA at 617-482-3232 for details). Join us. For more information, call Nancy Jenner (617-951-1433x227), Cammie Henderson AIA (617-426-1300), or Kay Barned-Smith AIA (617-522-0163).

◆ **Small firms** — On March 18 at noon at the BSA the Small Firms Practice Committee hosts a lunch

presentation by Fred Nashed AIA on exterior wall detailing. (Fred, the author of *Time-Saver Details for Exterior Wall Design*, which is available from the BSA as publication #168, is also leading a full-scale/half-day workshop on exterior-wall design — see p. 5.) In coming months we focus on preservation technology and The Big Dig and other issues. For more information, call **Deborah Pierce AIA** (617-964-1311).

◆ **Designing the region** — A small group of hearty perambulators, urban designers, regional designers, regional planners, public officials and others constitute the Regional Design Committee. We address that large group of design issues affecting transportation, housing and other major regional design issues outside Boston. Join us this month on March 11. For more information, call **Robert Sturgis FAIA** at 617-647-7833.

◆ **Architects as clients** — The Corporate/Institutional Architects Committee meets monthly for lunch at the BSA. This group is composed of architects who work as staff members in private corporations, institutions such as hospitals and schools, and other private-sector environments other than architecture firms. This month we meet on March 17 at noon at the BSA. For more information, call Susan Personette AIA (617-253-7474).

◆ **Design/Build** — The AGC/BSA Design/Build Task Force is one of several AGC/BSA working groups focusing on the full range of design/build and other project-delivery issues. For meeting details, call **Peter Kuttner AIA** (617-492-7000) or **Jack Hobbs AIA** (617-269-5600).

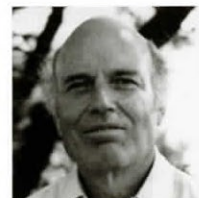
◆ **Office information management systems** — A small group of design-firm management wizards is focusing on office information systems and how best to manage them in light of changing office technologies. Join us for lunch at the BSA. For details, call **Peter Sugar AIA** (617-338-3000).

◆ **Architects working in the public sector** — The Public-Sector Architects Committee is a lunch group of architects employed in public agencies. Any architect working as an employee of any public agency in Massachusetts is invited to join us. This month we meet on March 15. For more information, call Robin Luna AIA (617-727-4015).

◆ **New technologies** — Project-specific sites on the Internet, our worst fears about legal issues surrounding new technology uses, the nuts and bolts of access to electronic documents, information exchange using new technologies, and security surrounding new technologies are among the issues addressed by the new BSA Technology Committee, which meets this month at the BSA on March 24 for lunch. For more information, call Rick Gleason AIA (617-267-6980).



Deborah Pierce AIA



Robert Sturgis FAIA



Peter Kuttner AIA



Jack Hobbs AIA



Peter Sugar AIA

◆ **Design firm marketing** — Architecture firm marketing and PR directors gather monthly for breakfast at the BSA and focus on a specific issue at each gathering. Design awards programs are the issue this month at our meeting on March 24. For more information, call Janet Shorwell (978-526-4386).

◆ **Young architects** — Designers recently out of school and just beginning their careers gather periodically for career-related activities, IDP information sessions, job-search assistance, visits to local firms, and a good deal of networking and socializing. For more information, call Steve Wonkka, Assoc. AIA (617-342-8200).

◆ **Designing houses** — The Residential Design Marketing Group includes practitioners of all firm types and sizes who are doing residential work. Each month we focus on a specific issue, usually related to marketing our services. This month we gather on March 10. For more information, call Bill Hubner AIA (781-862-3444).

◆ **Design** — Design is us. The BSA Design Committee has been meeting for years to focus solely on current and future design issues. Our annual agenda includes roundtable discussions with leading designers, critics, educators and others and we focus on the large issues (and on design details). We also assess BSA design awards programs and we sponsor the annual BSA Unbuilt Architecture Design Awards program. This month we gather at 8:00 am on March 23. For more information, call Robert Brown AIA (617-262-4354) or Ed Frenette AIA (617-547-5400).

◆ **School design** — The Educational Facilities Committee meets every month in the offices of Earl R. Flansburgh + Associates to plan school-related publications or workshops, to address school design regulations in Massachusetts, and otherwise to explore this large and important building type. This month we meet at 9:30 am on March 2. For more information, call Earl Flansburgh FAIA (617-367-3970).

◆ **Homelessness** — The award-winning BSA Task Force to End Homelessness is scores of architects, contractors, engineers and allies addressing one of our culture's central issues: providing shelter for all. We meet next on March 3. For more information, call Nancy Sullivan (617-520-9265) or John Wilson FAIA (617-342-8200).

◆ **Designing religious spaces** — The Interfaith Forum on Religion, Art & Architecture organizes occasional on-site forums in churches, synagogues and other religious spaces throughout eastern Massachusetts. The clients and designers join us as we explore the special nature of such spaces. Join us

for lunch on March 19. For more information, call Cecilia Lewis, Assoc. AIA (617-928-4639).

◆ **Healthcare design** — The Healthcare Facilities Committee meets at the BSA in the evening once a month to explore healthcare design regulations, codes, new healthcare project types, healthcare design awards issues, and much more. Join us this month on March 17. For more information, call Richard Heym AIA (617-787-2400) or Robert Humenn AIA (617-227-6520).

◆ **CADD user groups** — The BSA has user groups oriented to several different software programs — AllPlan (Ivan Bereznicki AIA, 617-354-5188), ArchiCAD (Jon Oxman AIA, 617-497-6127), Arris (Linda Carlton, 617-273-4226), DataCAD (Evan Shu AIA, 617-662-0020), and Microstation (Ann Gleason AIA, 617-267-6980). For details on meeting schedules and other user group information, call the contact person noted after each software program listed above.

◆ **Sustainable design** — The Architects for Social Responsibility Committee, the BSA's affiliate of ADPSR, gathers monthly at the BSA to promote sustainable design, plan workshops and other events related to this central design issue, and otherwise raise professional and public awareness of environmentally responsible practices. Join us this month on March 23. For more information, call Harvey Bryan FAIA (617-484-0854) or Marilyn Phelan, Assoc. AIA (617-491-6450).

◆ **Dues policy** — The BSA Membership Committee deals with BSA dues issues, members social events, mentoring for young professionals, and almost any other BSA-related issue of interest to the Committee. All members are welcome to join us for our monthly lunch at the BSA; this month it is March 3 at noon. For more information, call Nina Monastero AIA at 617-661-7607.

Charles Tseckares FAIA, President

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Members and non-members, architects and non-architects, are invited to taste the opportunities offered by these and over five dozen similar BSA networks of architects and allied professionals. For more information on any of these groups, call 617-951-1433x221 and ask for the Guide to Committees and Task Forces.

Ed. note: Chairs of all BSA committees and task forces are invited to contribute to this column regularly. To ensure that meeting notes are conveyed to the BSA Website, committee chairs should call Sarah Lainie Smith at 617-951-1433x222.



Rick Heym AIA



Evan Shu AIA



Ann Gleason AIA



Harvey Bryan FAIA



Nina Monastero AIA

US architects honor local allies

Each year the AIA national office elects a small number of Americans to honorary membership in the AIA for their contributions to the profession and to the built environment generally. Those honored are not architects; rather they are professionals who come from diverse elements of the community and who typically have worked closely with architects.

This year, local allies honored by the AIA include:



◆ Ann Hershfang (above left), President of *WalkBoston* and all-around public transportation wizard; Hershfang was honored last year by the BSA for her contributions and the BSA nominated her for this national award.



◆ Betty Meyer (above right), Editor of *Faith & Form* magazine based in Auburndale, also has served as a strong supporter of the BSA-related Interfaith Forum on Religion, Art & Architecture.

◆ Brenda Richards of JSA, the Portsmouth design firm, also is being honored for her contributions to the often mystical management of our profession.

All three of these new Honorary AIA members will be recognized at the national AIA Convention in Dallas.

Charles Tseckares FAIA, President

Over 1,000 people who are not architects have joined the BSA... you can too!

Call 617-951-1433x228...we have membership categories to accommodate everyone in the world. Join us, join your colleagues, join the BSA!

Members and allies strengthen BSA programs

Once again Suffolk Construction Company has stepped forward to help underwrite the expanding BSA exhibits program. For the past several years, Suffolk has been contributing to the financial cost of mounting year-round exhibits in The Architects Building and in other venues throughout Boston. Suffolk Senior VP **Fred O'Neill** was praised for his company's continuing support during a special exhibit reception at the BSA in January.

The BSA also wishes to acknowledge a generous contribution from Alex Brough (Ames & Gough Insurance Advisors) and David Hatem, Esq. (Burns & Levinson, Attorneys). Brough and Hatem recently sponsored a series of practice management seminars for design professionals and donated the proceeds from those seminars to the BSA and to ACEC.

Finally, **Antonio Di Mambro FAIA**, while paying his BSA dues, also sent along an *additional \$1,000* donation to support BSA public education programming.

The BSA's extensive programming for architects, our allies and the public is possible only because our members and friends provide generous financial support every year. It is a privilege for me to express the architectural profession's appreciation to these thoughtful supporters.

Charles Tseckares FAIA, President

Customer Service Assistant joins BSA staff

Tina Erickson of Medford has joined the BSA staff as Customer Service Assistant, a new role at the BSA created in response to the enormous increase in membership and public requests for information and other assistance.

With a Master of Fine Arts from the San Francisco Art Institute and experience as the Admissions/Education Program Assistant at the Oakland Museum of California, Erickson brings a special awareness to this new BSA role. Hers is also likely to be the voice you hear most often when you call the BSA. Stop in and say hello.

Nancy Jenner, Deputy Director



Fred O'Neill



Antonio Di Mambro FAIA



Tina Erickson

BSA honors members with donation to BFA

In 1992, the BSA Board of Directors voted to make contributions annually to the Boston Foundation for Architecture in honor of BSA members who died during the year.

With sadness, the Board noted the passing in 1998 of too many BSA members: Francis Bagge AIA, Peter Baker AIA, Victor Bieniek AIA, Willard Cavers AIA, Michael D'Orsi AIA, Robert Dean FAIA, Mary Guinan AIA, William Lea Hohenschau AIA, Jimmy Hopkins AIA, Arthur Kennedy AIA, Michael Kirchmayer AIA, Carl Koch FAIA, Louis McMillen FAIA, Tony Platt FAIA, William Rossi AIA, and Sumner Schein AIA.

The BSA is pleased to be able to remember our colleagues with a donation to the Foundation; readers interested in making similar contributions should mail them to the Foundation at 52 Broad St., Boston MA 02109 or call 617-951-1433x232.

Charles Tseckares FAIA, President

ArchitectureBoston's 1999 editorial calendar now available from the BSA

For everyone interested in advertising in the 1999 issues of the BSA magazine, *ArchitectureBoston*, the new editorial calendar is now available. The schedule is as follows: the March issue focuses on waterfront design, in June it is practice and technology, in September the focus is society, and the annual design issue is in December. For a copy of the editorial calendar with space reservation and submission deadlines, call 617-951-1433x227 or e-mail your request to njenner@architects.org.

Want a subscription ?

Our goal is to mail this newsletter — and our quarterly magazine, *ArchitectureBoston* — to everybody on Earth. If you are an architect in Massachusetts, you can join the BSA and get this publication as part of the package. Any other reader anywhere in the world may subscribe for a nominal fee. For membership information (for architects) and subscription information (for everyone else), call the BSA at 617-951-1433x221.

Industry and the public support Foundation initiatives

As the 15-year-old Boston Foundation for Architecture moves into the final phase of its three-year endowment-building campaign, new contributions from architects, allies and Boston-area citizens have enriched the endowment substantially.

Beginning with a \$5,000 contribution from **John Kennedy** and Bill Morash (Kennedy & Rossi) and a \$3,500 contribution from **Jim Ansara** (Shawmut Design and Construction), the Foundation also has received major gifts in the first quarter of this year from:

*Jean and Kyra Montagu, Brookline
Mysore V. Ravindra/LeMessurier Consultants
Leers Weinzapfel Associates*

*Susan W. Paine, Boston
Vivian and Lionel Spiro, Brookline
Robert W. Doran/The Doran Family Charitable Trust
Jim Crissman FAIA and Louisa Crissman, Watertown
(in memory of Jimmy Hopkins AIA)*

The Foundation's endowment now exceeds \$1 million as the Trustees reach toward the \$1.5-million fund-raising goal.

The income earned from the investment of the Foundation's endowment for the past 15 years has been used to provide financial support of public education programs that relate to the built environment throughout Massachusetts. As noted in the January issue of the ChapterLetter, the Foundation in late 1998 provided over \$33,000 to support seven public education programs administered by community groups such as Nueva Esperanza in Holyoke to the Wachusett Regional School of District and Paige Academy's program on historic sites in Roxbury. In the past decade, the Foundation has made grants totalling over \$300,000.

For more information on the Foundation's grant-making and on the endowment-building campaign, call Richard Fitzgerald at 617-951-1433x232. In the course of the current campaign, contributions to the Foundation have ranged from \$10 to gifts valued at over \$90,000.

*Peter Madsen FAIA, Chair
Foundation Development Committee*



John Kennedy



Jim Ansara



Lionel Spiro, Hon. BSA



Andrea Leers FAIA



Robert Doran



Jim Crissman FAIA

photo: Briand Studio

photo: FayFoto

photo: Donna Paul

Deadline is March 15 for *Guide to Consultants, Contractors and Manufacturers*

It's time once again to submit your listing for the BSA's Spring 1999 *Guide to Consultants, Contractors and Manufacturers*. This is the second edition to include manufacturers' representatives in addition to consultants and contractors. The Guide is a great marketing tool: it is distributed at no charge to 4,000 BSA members and allies and reaches even more design and specification professionals through our redesigned and expanded world-class Website (www.architects.org). It is also used as a reference tool by the BSA staff when architects call us seeking consultants, contractors and product information.

If you are a manufacturer's representative, consultant, contractor, or allied professional in the building industry and wish to be included in the BSA's *Guide to Consultants, Contractors and Manufacturers*, call me at 617-951-1433x234 for a listing form and return it with payment by March 15.

Kate Gilbert, Guide Editor

Do you do residential work? Here's an opportunity to spread the word

The Boston Learning Society (BLS), a center in Needham that provides educational seminars and workshops to adults in the western suburbs of Boston, is seeking architects to lead sessions about home design. Instructors typically lead 1.5- to 2-hour courses and are welcome to develop your own topics, as long as they are non-technical and of interest to the residential homeowner — renovations and additions, slide tours of exceptional homes, kitchen design, and creating outdoor spaces are a few ideas.

This is an opportunity for you to market yourselves, your expertise and your practice to an audience interested in architecture. Seminar leaders are featured in the BLS catalog with a photo and description of their expertise — a catalog that reaches over 100,000 adults in 11 Metrowest towns. You will likely meet prospective clients and will also be supporting the public-awareness mission so important to the profession.

Call BLS program director Andrew Swayze at 781-453-9800 or write andrew@bostonlearningsociety.com to propose your idea for the Spring or Summer session.

Lisa H. Oldham, Director of Communications

Last call for 1999 Build Boston workshop proposals

The deadline is **April 2** if you wish to propose a workshop for Build Boston in November.

Over 400 building industry leaders throughout the nation participated as workshop panelists in over 180 workshops at Build Boston last November. Over 11,000 design and construction industry professionals registered for these workshops and other Build Boston events. Perhaps you should consider participating in a workshop this year.

The deadline is April 2 because this is the time of year that the BSA assembles the Build Boston program. It is easy to propose a Build Boston workshop...all you need to do is call 617-951-1433x221 and ask for Build Boston workshop proposal form BB-14 (a simple form that allows you tell us what you'd like to do).

This is a chance to market your ideas, your expertise, your firm and yourself. If you have recently learned something unusual about your profession or about project management or about building technology or about effective marketing or firm management or career development or fee-setting or about any other practice or design issue, consider proposing a Build Boston workshop now.

The deadline for all proposals is April 2, 1999. There is no other deadline. Call 617-951-1433x221 for workshop proposal form BB-14...now.

Charles Tseckares FAIA, President



Charles Tseckares FAIA

Industry classified ads work

Job listings for the entire industry are now being published in the expanded version of the BSA's traditional Classified publication. The new "Building Industry Classifieds" comes with each monthly ChapterLetter; it also is available on the BSA Website (www.architects.org). It includes notices not only for architects but for engineers, contractors, construction managers, landscape architects, interior designers, urban designers, planners, facility managers and others throughout the building industry in New England. For a rate sheet, call 617-951-1433x221, fax your request to 617-951-0845, or e-mail your request to bsarch@architects.org (include your fax number in the e-mail)...or visit the Building Industry Classified on the BSA Website.

Kate Gilbert, Classified Editor

Architects are in the news

Architects have been getting a lot of ink lately...well beyond the usual publication of projects reported in the ChapterLetter's "Fame" section each month. With active Urban Design Committee focus teams, *ArchitectureBoston* magazine, a new BSA president and a well-attended political debate, the BSA, architects and other building industry professionals are successfully getting the word out through the media. Recent highlights:

◆ The BSA SeaPort Focus Team positioned itself as major player in the dialogue about the South Boston Seaport District development. *The Boston Globe* mentions the BSA effort in almost every article in its ongoing coverage and editorials and in the 10/25 magazine supplement entitled "Water's Edge". The BSA team's proposal for the district, originally a feature article in *ArchitectureBoston*, was reproduced in *Banker & Tradesman* on 10/26 and was the cover story in the Boston Preservation Alliance's November newsletter.

◆ Coverage of *ArchitectureBoston*, the BSA's new quarterly magazine, began before the premier issue hit the street with Alex Beam's "TGIF" column in early 1998 in the *Globe* and continued with a "Record News" announcement in the July issue of *Architectural Record*. On 12/21 *Banker & Tradesman* did a full-page "Profile in Commerce" about *ArchitectureBoston* editor Elizabeth Padjen FAIA and the magazine's mission and early success.

◆ BSA President Charles Tseckares FAIA has already made friends with the media. In its 11/2 issue, the *Globe* carried his op-ed on Governor Francis Sargent as an example of how architects apply their unique training and problem-solving abilities to social, political and technical issues. A "Profile in Commerce" in the 11/9 issue of *Banker & Tradesman* outlined Tseckares' goals for his presidency.

◆ The City Hall Plaza Focus Team of the BSA Urban Design Committee was a familiar participant in the dialogue throughout 1998. As recently as Fall 1998, "Structures" (a supplement of *Banker & Tradesman*) included an article by David Dixon FAIA about the team's work.

◆ The Candidates Forum on Design, the BSA-hosted debate among the candidates for the 8th Congressional District seat, was covered in the 10/29 *Globe* Real Estate section in "On Spec" and in the 9/4 issue of *Boston Business Journal*.

Architects are players...and the press responds. Keep it up.

Lisa Oldham, Communications Director

Greg Norman returns (virtually) to teach BSA golfers

With the paucity of snow this winter, we assume that you have been on the links perhaps as recently as New Year's Day. We hope you have been working on your golf swing and will plan to join us on **June 3** for the 11th Annual BSA Golf Tournament at the Far Corner Golf Course in Boxford. Based on the enormous success of the Greg Norman video last year, we have decided to offer the video again and give you the option of choosing which lesson with the "virtual" pro you want. If you are interested in playing, please note that the Tournament does sell out early; almost 100 player reservations already have been received. You may reserve a foursome for the tournament by calling Alexandra Lee at the BSA at 617-951-1433x225.

Kurt Rockstroh AIA, Greenskeeper



Kurt Rockstroh AIA

Are architects your customers ?

If you are a building industry manufacturer, distributor, supplier, vendor or other professional seeking to sell building products or building materials to architects and other design and construction industry professionals, you should be exhibiting your building products and materials at the 15th-anniversary edition of Build Boston, the U.S. building industry convention and tradeshow in Boston in November.

There was an extensive waiting list for exhibitors last year, so we urge you to call the BSA/Build Boston marketing team now at 617-951-1433x301. We can also help you reach architects throughout the year through space advertising in the BSA's quarterly magazine and other advertising venues.

Charles Tseckares FAIA, President

Marketing fundamentals series continues this month

"Fundamentals for Marketers," the successful and very effective SMPS marketing curriculum for professionals in our industry continues throughout March and April with sessions on preparation of winning presentations, developing a marketing plan, and internal marketing.

For details on this series, call SMPS at 617-267-1547.

You can be a critic in print

Banker & Tradesman is seeking another contributing architecture critic to share monthly review duties with Jonathan Hale. If you are interested in this — or in other opportunities to write for Banker & Tradesman — call Michelle Deakin at 617-428-5100, tell her you are a BSA member and that we sent you.

Need entry-level help? Students enrolled in the five-year architecture program at Wentworth are available for summer co-op employment from May 10 through August 27. Students are trained in drafting, design, space-planning, CADD, project management, engineering, renovation and restoration, estimating, etc. For more information on hiring co-op students, call Lynn Yaffee at 617-989-4106.

The Loeb Fellowship Program lunchtime discussion series this season focuses on "The City in the 21st Century/Design Professions and the Process and Prospects of Change." The schedule is as follows: Power, Process and Politics (2/12), Sustainable Design (3/12), The Role of Artists and Public Art (4/9), and Access to Housing (4/30). For details, call or write Sally Young at 617-495-9345 or syoung@gsd.harvard.edu.

ADAAG Manual: *A Guide to the Americans with Disabilities Act Accessibility Guidelines* is the title of a new manual prepared by the US Access Board to help clarify the complexities of the ADA guidelines and includes many drawings; it's available for \$13.00 from the New England ADA Technical Assistance Center (800-949-4232). Two related publications are available from the BSA: the Massachusetts Architectural Access Board Regulations (the complete text published by the state; BSA publication #178) and "AAB vs ADAAG At-a-Glance Guide" (a comprehensive guide to the non-residential sections of the Massachusetts regulations; BSA publication #180). To order these two publications, use the Special Publications catalog inserted in this issue of the ChapterLetter or call the BSA at 617-951-1433x221 for additional copies of the catalog.

"Fit for People" is a three-part lecture series developed by the BAC and The Adaptive Environments Center; it begins on March 24 and runs through May focusing on the integration of universal design concepts. For details, call Sally Levine AIA/IIDA at 617-585-0219; Levine is the architect/interior designer who serves as Program Director of Interior Design at the BAC and recently introduced the Master of Interior Design curriculum at the school.

"Green Building Advisor" is a new CD-ROM for Windows and Macintosh users and is now available through the BSA. It is a software program that helps you design new buildings and retrofit existing buildings to be environmentally friendly and includes some 700 individual design strategies to "improve the environmental performance, cost-effectiveness, and healthiness of all phases of a building and its site from pre-design through occupancy and demolition." The Center for

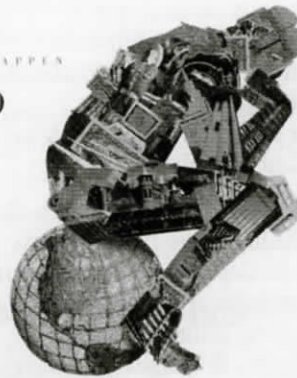
Renewable Energy and Sustainable Technology developed the CD-ROM in collaboration with *Environmental Building News*. This is item #203 in the BSA publications catalog inserted in this issue of the ChapterLetter; call 617-951-1433x221 for additional catalogs.

IDP for lunch? Tom Dawson, Assoc. AIA, the Massachusetts IDP Coordinator, is available to offer IDP advice and presentations for the young architects in your firm. There is no charge and this could be a special benefit for firm employees now in or about to enter the IDP program required for architectural licensing. To reach Dawson, call 508-497-2590.

Al Gore at the AIA. Vice-President Al Gore came to AIA headquarters in Washington in January to announce a major federal initiative on livable communities. In an interactive "audio conference" set in the AIA boardroom, the Vice-President described federal budget proposals to enhance sustainable economic development and the quality of life in American communities.

1999 AIA NATIONAL CONVENTION & EXPOSITION

THINK **BIG**
MAKE IT HAPPEN
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CONVENTION
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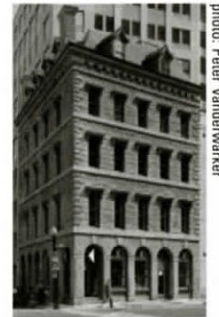
Dallas Convention Center • May 6-9, 1999
For more information call 617 859 4475 or fax your request to 617 859 4354. Email your request to aiaexpo@nhcc.com

Heading for Dallas for the AIA Convention in May?

If so, you may want to plan a side trip (!) to Austin for a visit to the Moore/Andersson Compound maintained by The Charles W. Moore Foundation. Paul Goldberger observed: "It is a glowing example of a great architect's passions and, while it is not large — the main house is about 1,800 square feet — it may contain more joy per square foot than any other building in Texas. It is also one of that rarest of breeds, a first-rate house designed by a first-rate architect for his own use." For details, call 512-477-4557.

Design•Build is the name of the magazine now available from The Design/Build Institute of America. For subscription information, call 212-

Live at the BSA



The first-floor (street level) floor in The Architects Building is available to lease. (It includes a basement storage area as well!) For details, call Chris Angelone at 617-912-7000.

Federal contract alert

The U.S. Court of Federal Claims has ruled that Internet publication does not substitute for contract notification in the official, printed Commerce Business Daily (CBD). Contractors are urged to rely on the official CBD for all eligible federal procurements, according to CBD. For more information, call CBD at 888-287-2223.

904-2998; you can also visit the magazine on the Web at www.designbuildmag.com.

AA at BSA. A small group of BSA members and friends has organized an informal AA group to meet in The Architects Building or elsewhere. If you are interested, calls in confidence may be made to 617-951-1433x232.

Housing is the focus for two current publications. The Massachusetts Housing Investment Corporation has issued its annual report for 1998; it includes brief reports on three dozen residential projects in which MHIC loans played a role last year. For copies of the report, call 617-850-1000...

"Network" is the newsletter of the Massachusetts Housing Partnership Fund, the public agency financed by the banking industry to fund affordable housing and neighborhood development. For copies of the newsletter, call 617-338-7868.

Recognizing our community service begins now.

It is a long-kept secret that architects are generous volunteers who bring their problem-solving, creative, visionary skills to their communities. The BSA, as part of our campaign to raise public awareness of what architects do, is about to let the secret out. **Are you active in town politics?** Do you serve on an historic district study committee? school committee? planning board? zoning board? Do you run the town soccer league? Are you president of the historic society? Are you involved in *pro-bono* work? We want to hear about your community volunteer activities. The BSA is compiling stories of architects who are active in their communities for publication in the ChapterLetter and elsewhere. The intent is to make our public constituencies — and all of our clients — more thoroughly aware of the exceptional range of skills, interests and services architects contribute to the common wealth. Send your stories and your accomplishments to Lisa Oldham, BSA, 52 Broad Street, Boston 02109/fax 617-951-0845/ loldham@architects.org.

If you are a design-firm principal or someone at that career level and are interested in exploring mergers, finding new partners, buying other firms, selling your own firm, or otherwise assessing the possibility of significant business and career changes at the partner/principal level, call Richard Fitzgerald at the BSA (617-951-1433x232). We maintain a confidential service for design-firm principals exploring new options but not interested in advertising that exploration in the usual ways.

"The Slate Roof Bible" is the title of a new book by Joseph Jenkins available from the BSA. This 285-page book ranges over numerous kinds and resources of slate in order to provide a little

history, a little geology, a lot about durability, and a full section on repair and maintenance including basic tools and equipment, installing and recycling slate roofs, flashing, chimneys, and much more. To order, use the Special Publications catalog inserted in this issue of the ChapterLetter; it is item #193.

"Client Advisor" is the BSA/AGC's concise but comprehensive explanation of alternative project-delivery systems intended as a guide for clients. Ranging over linear, parallel, and fast-track options, the "Client Advisor" describes five primary project-delivery systems: design/bid/build, negotiated construction management, construction management/limited bid, design/build two-phase, and turnkey design/build. To order copies (bulk discounts are available), use the Special Publications catalog order form inserted in this issue of the ChapterLetter (it is item #176). For additional copies of the catalog, call 617-951-1433x221.

If you love Boston, put on your walking shoes and devote a little time as a volunteer guide for Boston By Foot, the city's extraordinary architectural walking-tour service led by Polly Flansburgh, the better half of a lesser-known architect. Even if you are an architect, you will be trained to know more about the city's rich heritage of architecture and history and then you will exult in the opportunity to share your knowledge with tourists and local residents, thousands of whom enjoy Boston By Foot tours every year. (And they are all future clients.) For details, call 617-367-2345 or check out the Web at www.bostonbyfoot.com.

The 1999 edition of *The Publicity Directory for the A/E/C Industry*

(formerly called *The Publicity Directory for the Design, Engineering and Building Industries*) is now available from the BSA. In its seventh year of publication, the Directory — published by The Fuessler Group — is used by design and construction firms throughout the country as a reference resource on nearly 120 trade and professional publications. This tool for marketing and PR professionals includes current editorial calendars, personal tips and recommendations from editors on how to submit information, and media relations tactics. To order the Directory, use the Special Publications catalog order form inserted in this issue of the ChapterLetter (it is item #117) or call the BSA at 617-951-1433x221.

Do you want or have office space? The BSA maintains an information clearinghouse for architects seeking to sublet space from/to other industry professionals. If you want to share space, sublet, rent a drafting station, etc., call Richard Fitzgerald at 617-951-1433x232.



People

Michael Bourque FIBD, Assoc. AIA and Elizabeth Meek, both of **Sasaki Associates**, authored an article for the *Design Management Journal* (Fall '98) on "Designing for Productive Work Environments"...**CBT's** Planet Hollywood project was highlighted in a recent issue of *Banker & Tradesman*, which also carried an interview with *ArchitectureBoston* editor **Elizabeth Padjen FAIA**...**Keefe Associates** reports that **John Chisholm AIA** and **Norman Houle, Assoc. AIA** have joined the firm...**Graham Gund FAIA** was the guest lecturer this month on museum design at the University of Virginia...**Bill Rowe AIA, P.E.** served as editor of *Residential & Light-Commercial Construction Standards*, his third publication for R. S. Means Co....**Leers Weinzapfel Associates** has announced the addition of two new principals: **Joe Pryse AIA** and **Josiah Stevenson AIA**...**Jan Wampler FAIA** has been named the Distinguished Professor of Architecture for 1998 by the Association of Collegiate Schools of Architecture (ACSA)...**David Lee FAIA** is serving as a juror for Baltimore's "Undercrowded" Neighborhoods Design Competition...**Ron Ostberg AIA** was the guest lecturer at a Rotary International luncheon in Indianapolis recently focusing on **The Stubbins Associates'** design of the Indiana Historical Society building...**Wallace, Floyd, Associates** has won the 1998 Comprehensive Planning Award of the Massachusetts Chapter of APA for the firm's Massachusetts Pedestrian Transportation Plan developed in collaboration with HDR Engineering, Boston Affiliates, and Harvard Design and Mapping...**Wendy Prellwitz AIA** was among the artists whose work was included in the recent Ballinglen Fellows artists exhibit in Concord...**Shepley Bulfinch Richardson and Abbott** raised some \$30,000 for United Way through a recent auction of goods and services and an office-wide campaign...The Frisoli Center in Cambridge, designed by **Cambridge Seven Associates**, has been chosen by the city as the image for this year's Cambridge parking permit windshield stickers...**Clara Wainwright, Hon. BSA** who is, among other things, a nationally recognized quilter, was singled out in 1998 by the Massachusetts Cultural Council with its Commonwealth Award for her efforts to create community quilts celebrating the arrival of the millennium...**Roland Kluver AIA** has been named senior national technical manager and area manager in the northeast for **Parsons Brinckerhoff Construction Services**...**Sumner Schein Architects and Engineers** has merged with the Texas consulting firm of **Carter & Burgess**; Stephen Schein will serve as Senior VP in charge of the New England offices...**Mark Hutker & Associates** has opened a new office at 611 West

Falmouth Highway, West Falmouth and has announced that North Falmouth resident Mary Bunker Ryther has joined the firm...**Symmes Maini & McKee** has announced the appointment of Michael Holland, P.E. to the Board of Directors; **Greg Downes AIA, Phil Poinelli AIA, John Stevermer AIA, Rafael Gurevich, James Polando, P.E., Dana Watts, RA** and **Mark Zarillo FASLA/AICP** have been named Associate Principals; and **Henry Ricciuti AIA, Joel Seeley AIA, Mark Spaulding AIA, Lu Chin, RA, Jeffrey Denzak ASLA/APA, Leslie Glynn, RA, Patrick Halm, P.E., Ara Krafian, P.E./PMP, Paul Livernois, P.E., Stephanie Mashek, Alex Pitkin, RA, Michael Reilly, SMP, and Gregory Schmellick** have been named Senior Associates...**Jim Alexander FAIA** recently served on the national AIA Honor Awards jury; **Finegold Alexander + Associates** also reports that **John Pesa AIA, Jason Cohen, and Natalya Arefyeva** have recently joined the firm...The 1/99 issue of *Architecture* includes a special feature article on the New England Aquarium project designed by **Schwartz/Silver**...The 1/99 issue of *Architectural Record* highlights the work of the **Office of Michael Rosenfeld** (the firm's residential design work) and **Moshe Safdie Associates** (the Khalsa Heritage Memorial)...In recent issues of *The Boston Globe*, **Robert Campbell FAIA** writes on the new Boston Seaport District plan and on the residential design work of **Albert, Righter & Tittmann**...In other recent issues, the *Globe* also featured the work of **Symmes Maini & McKee** (the proposed restoration of the Read block in Harvard Square), **Elkus/Manfredi** (the hotel proposal for Boston Edison property at 500 Atlantic Ave. in Boston), and **Goody, Clancy & Associates** (the design of the conversion of Don Bosco Prep into a hotel and YMCA); the *Globe* also recently published an article on urban design by former BSA President **Joe Eldridge FAIA** and, in its Sunday *Boston Globe Magazine*, included a special feature on **Graham Gund FAIA** and the relation of his extraordinary art collection to his work as an architect.

New Work

CBT has completed the renovation and addition to the Brooks Free Library in Harwich...**Monastero & Associates** has completed work on the Lego Imagination Center at DisneyWorld in Florida and is working on a new prototype retail store for Blades Board and Skate and work is proceeding on three other locations including a facelift to the Harvard Square outlet...**Margulies & Associates** has completed interior design of the US Trust branch office at Cronin's Landing in Waltham...**Gail Sullivan Associates** has completed the second-story addition to Beacon High School, an old Victorian House renovated as a special-needs school in Brookline...**D'Agostino Izzo Quirk** has completed design of The Murr Center, an athletics facility at Harvard,

and The Block at Orange, an entertainment and retail complex in southern California (a prototype for future development)...**O'Neil Pennoyer** has completed design of the Cook House Library...**HKT Architects** is designing renovations to the Scituate High School and the Rotenberg Center in Canton, has begun a feasibility study for the restoration of the historic Franklin Opera House in New Hampshire, and is redesigning the 370 Main Street building in Worcester to consolidate business operations for UMass Memorial Health Care (the result of a recent merger of UMass Medical Center and Memorial Health Care)...**Graham Gund Architects** is doing the masterplan for Denison University in Ohio and a new Center for the Study of Religion, Ethics and Culture at Holy Cross and has completed the expansion of UNC's Chapel Hill Center for Dramatic Art...**Darlow Christ Architects** has completed design of the Legal Sea Foods restaurant in the South Shore Plaza and is designing corporate offices for Hill/Holliday and for several new Brew Moon restaurant and microbrewery locations in West Hartford, Georgetown, and Washington DC...**Finegold Alexander + Associates** is designing the Washington Lofts Condos in Boston, the Dennison Triangle office and light-manufacturing facility in Framingham, an addition to Milton Academy and — in conjunction with Martinez & Johnson Architects in Washington DC — is restoring The Opera House in Boston including the addition of a new stagehouse...**Earl R. Flansburgh + Associates** is providing programming and design services for several new schools in Lawrence, renovation and expansion of Weymouth High School, a childcare facility for Malden public schools and has completed work on a new building for Boston College Law School and an update to Wenham's Gordon College masterplan...**Tappé Associates** is providing architectural services for a new elementary school in Scituate and a new high school in Northbridge...**David Perry Architects** has completed work on the Brook Avenue Housing Cooperative affordable housing project in Roxbury and is designing the major renovation of St. John's Seminary and Chapel in Brighton, a new church and community housing for The Grace Church on farmland in Worcester and, in association with Babcock Design Group, a new performance hall and music building for Tufts...**TRO/The Ritchie Organization** is designing the renovations and an addition to inpatient facilities at Memorial Hospital in Virginia, a free-standing hospice residence for Stamford Health System in Connecticut, and interior design for the renovation of the main lobby and first-floor clinical waiting and reception areas of the Dana-Farber Cancer Institute in Boston...**The Stubbins Associates** is working on the new ambulatory care center for Boston Medical Center, a new presentation facility for Textron in Providence, and several Harvard projects including the renovation of Jefferson 250, lecture rooms at the Graduate School of



Primary Group VP and Director of Architecture Liviu Brill AIA has been elected Vice-Chair of the Chestnut Hill Historical Commission.

Bergmeyer Associates has announced several promotions:



Amy Bernhardt Fischer, Affil. BSA (above) has been named a Principal;



Douglas Coots AIA (above) and Laura Regrut (below) have been named Senior Associates;



and the firm also has announced that Darryl Filippi, RA has been named a new Associate and Santiago Perez has joined the firm as Senior Project Architect.



Fletcher Harkness Cohen Moneyhun has designed the new Blake Library for the Martin County Library System in Florida...photo by Chip Harkness FAIA



Earl R. Flansburgh + Associates designed this office space for Tofias Fleishman Shapiro in Cambridge...photo by Lucy Chen



Symmes Maini & McKee provided architecture and engineering design services for Talbots Corporate HQ expansion program in Hingham



CBT has designed this new art studio and office building for Bowdoin College



Mostue & Associates has designed 12 new condo units at Rindge Avenue near Alewife Brook Parkway in North Cambridge, a project that includes the renovation of an historic worker's cottage built in the early 20th Century



Barry Giorgi AIA reports that his firm, Camp Dresser & McKee, is currently building this water-purification plant on Fresh Pond Parkway abutting Fresh Pond Reservation in Cambridge; it replaces the water-treatment plan that had been on the same site for 70 years and the new structure includes a Website, tours, and other public-access opportunities.



Credit is due: This rendering by Frank Costantino is Pacific Place, a new retail/entertainment complex in Seattle, designed by Elkus/Manfredi and NBBJ; Costantino's authorship of this rendering was unknown when the image was submitted to and published in the ChapterLetter two months ago.

Education and ADA reviews at Widener Library.

Corporate Affiliates

Elaine Construction is construction manager for a fourth expansion project for Pegasystems in Cambridge (Bryer Architects and Kodis Associates are the designers), for renovations of the Cambridge offices of Course Technology (Bryer Architects is the designer), and interior renovations at Intersystems corporate HQ on Memorial Drive (Thompson and Rose is the architect); the company also reports that Glenn Stewart has been named a Project Manager...**Shawmut Design and Construction** has announced that Harry Wieman has joined the company as VP of Administration and Finance, Bill Keane is a new Project Manager, and Bill Crowley is a new Assistant Project Manager...**A.J. Martini, Inc. General Contractors** is building the Lord & Taylor outlet at the Emerald Square Mall (Carlson & Associates is the architect) and has completed tenant fit-out for The Savings Bank in Wakefield (Thomson Design Associates is the architect)...**Gadsby & Hannah, Attorneys** has announced that Olivia O'Neill has joined the firm as a Partner...**Carol R. Johnson Associates** is on the HNTB/Vinoly team selected to design the new Boston Convention Center and the firm is also currently working with Shepley Bulfinch Richardson and Abbott on the renovation and expansion of the Somerville Library...**J. Calnan & Associates** has completed work on the Bright Horizons child-care center at the Crosby Corporate Center in Bedford (D. W. Arthur Associates is the architect and Mead Consulting is the owner's agent)...**Wise Construction** is renovating executive office space in Waltham for Tufts Health Plan (Cubellis & Associates is the architect), Berkeley Investments corporate HQ in Boston (ADD Inc is the architect), The School of the Museum of Fine Arts bookstore, a lab for Genomics Collaborative in Cambridge (Margolis + Fishman is the architect), the Campus Police Station for Harvard Business School (Baker Design is the architect), executive offices for Castel in Malden and several projects for Birchwood Business Park (Gorman Richardson Architects is the designer)...**Prior Engineering** is providing electrical engineering services for the renovation of tenant space for Source Finance at 155 Federal Street in Boston for Corporate Real Estate Service Advisors, Buildings C & F for Millipore and A & M Construction Co., the Sullivan Building at Salem State College (Nilsson & Siden Associates is the architect), American International Co. in Quincy (Griswold, Heckel & Kelly Associates is the designer), MEDIACOM in Burlington (Visnick & Caulfield Associates is the architect), renovations to the Perry Building at Roxbury Latin School and electrical design of the



David Rinderer

David Rinderer, well known and admired in the industry as one of PSMJ's senior consultants, died in January. David will be missed by all those in the industry who knew him not only as a consultant but as a thoughtful, caring friend.

School's new gym (Keefe Associates is the architect for both jobs)...**Carr Enterprises** has completed fit-up for Equity Office Properties in Burlington (Interior Architects is the designer), a new assisted-living facility for New England Friends Home in Hingham (HKT Architects is the designer), a new fitness center and classrooms for the Jewish Community Center in Marblehead (Steffian Bradley Associates is the architect) and is working on renovations for Genesis Eldericare and Brickstone Properties in Andover (Burt Hill Kosar Rittelmann is the architect), Cubist Pharmaceuticals in Cambridge, and a private residence in Magnolia (Jonathan Poore is the architect)...**GEI Consultants** has announced that Francis Leathers has been named President of the company succeeding Dr. Daniel LaGatta...**Shooshanian Engineering** has announced the appointment of three new Associates: Blair Chamberlain, P.E., Spyros Contoyannis, P.E., and Robert Flaherty, P.E....**Erdman Anthony Associates** has completed M/E/P design for Hellenic College Library (John Cunningham Architects and Mead Consulting provided design and CM services), Movenpick Restaurant (Bergmeyer Associates and Moncur Design Architects were the designers) and Greater Media (John Cunningham Architects and Mead Consulting provided services on this project as well)...**Consulting For Architects'** Lisa Randall served as a key presenter at the recent ASID Job Fair in New York City; CFA also recently was honored not only as a CAD training center and staffing service but also as one of the top Autodesk resellers in the nation...**Wrenn Associates** has completed construction of the new Store Support Center for Big Y Foods in Springfield (Pepin Associates provided design services)...**Payton Construction** is renovating the Filene's store at Emerald Square Mall in North Attleboro for the May Design and Construction Company (JSA of Pittsburgh is the architect), the new Boston Stock Exchange at 100 Franklin Street (CBT is the architect), the new Marche Movenpick restaurant at the Pru for Richtree, Inc. (Bergmeyer Associates and Atkins Architect of Toronto are the de-

signers), the renovation of Hallowell Hall at Tufts (Elton & Associates is the architect), renovations for administrative offices in Jefferson Hall for Harvard (Robert Olson + Associates is the architect), and a new elder-care facility in South Portland, Maine (Bargmann Hendrie + Archetype is the architect)...**Souza, True and Partners** is providing engineering services for the new Planet Hollywood on Boylston Street in Boston (CBT is the architect)...

O'Connor Constructors has named Brian Bresnahan a Field Engineer and Dominic Ricci is a new Site Superintendent...

Columbia Construction has completed construction of the D'Youville Manor Nursing Home in Lowell (Philip Minervino Associates is the architect), a new campus in Newton for Hebrew College (Moshe Safdie & Associates is the architect), room renovations at the Fairmont Copley Plaza Hotel in Boston (Arrowstreet is the architect) and, in a joint venture known as Alexandra-Columbia I, renovation of vacant army buildings and a new parking garage at the former Watertown Arsenal for O'Neill Properties (to be known as the Charles River Square Business Center, the facility is being designed by Bruner/Cott & Associates); the company also has announced the appointment of Greg Keller and Craig Ablondi as Project Superintendents and Steven Jaeger as the new company estimator...**Siena Construction** is building the renovation for Boston Biomedical Research in Watertown (DTS Shaw is the architect), a new ACF at Millennium Pharmaceuticals in Cambridge (Tsoi/Kobus & Associates is the architect), MIT's Department of Brain Cognitive Sciences in Kendall Square (Abax is the architect), renovations for Cameron Elmwood in Cambridge (Hanbury, Evans, Newill, Vlattas, Austin and Dumont Design are the architects), the new PLEX project in Cambridge, and has been contracted to provide full-time PM services to Millennium Pharmaceuticals for the coming year...**Dimeo Construction** is building the renovation of and additions to Carr House at Brown (Lerner/Ladds is the architect), the renovation of Sayles Hall also at Brown (William Kite & Associates is the architect), and the new corporate HQ for Beacon Mutual Insurance in Rhode Island (Robinson Green Beretta is the architect); the company also has announced that Chris Romano and Frank Allard have been named Senior Project Managers.

BSA President Charles Tseckares FAIA is privileged to welcome these new BSA Corporate Affiliate Members: A. W. Hastings & Co., Cygnus Group, Management Design Associates, Omni-Lite, Ove Arup & Partners and Richard D. Kimball Co. If your firm would like Corporate Affiliate membership information, call 617-951-1433x221 or e-mail your request to bsarch@architects.org.



Jim Stukel has joined Shawmut Design and Construction's Restaurant/Retail Division as Construction Manager



BR+A/Bard, Rao + Athanas Consulting Engineers has announced that Daniel Caron, P.E. (above) and Steven Levin (below) have been named Principals



Value engineering can work

Value engineering (VE) can be defined as a detailed construction review process designed to produce maximum value for the initial and long-term costs of a building project. A mythical definition of VE promises "the same building for less money."

Properly administered, value engineering can be extremely beneficial. The problem with much of its current use is both conceptual and procedural. The trouble begins when the construction pricing arrives and clients experience sticker shock and cardiac arrest. They quickly conclude: "We'll have to 'value-engineer' the project..." Because this sounds intelligent — even scientific, some people have come to accept slash-and-substitute cost-reduction exercises as value engineering.

The value engineering many owners experience is neither value-nor engineering-oriented. Lost in the rush to begin building, the full VE process is abridged and the term has lost its meaning. This "save the project" VE usually offers little more than cuts and substitutions because it occurs too late in the planning process. As service providers, we need to enlighten clients by demonstrating the benefits comprehensive VE can provide.

Value engineering is exponentially superior when it's introduced early in project planning. This can happen both formally and informally. Design professionals begin their work with project criteria gleaned from clients in the conceptual and program-development phases. Designers' understanding of a client's requirements and building budget will drive the process. The more comprehensive the communication, the better. During this stage, informal value engineering may occur daily as designers make hundreds of decisions concerning details, materials and equipment for the project.

As construction managers, we prefer to lend our expertise well before the bid stage. Our goal is to supply constructability analyses, scheduling, and pricing documentation while the designers are still refining the plans. Offering advice when making changes is relatively simple because the drawings are not finalized. Value engineering employed at this stage will allow the design team to consider alternative solutions and offer a client choices in quality and aesthetics and in operating and maintenance costs.

When owners wait until after the bid opening for a contractor's advice and the investment in completed design documents has been made, changes become more costly and valuable time is lost. We prefer working with clients and designers to help develop budgets and schedules rather than reacting to these concerns after the fact. When we're allowed an early start, value engineering will occur naturally as we continue to refine the schedule and budget. We seek advice from subcontractors both for constructability and price. VE may also be scheduled as a formal step in the planning process. A client gains heightened project awareness and building options by using value engineering in this manner.

It is critical to understand that VE will not always produce lower costs. In many cases VE recommendations may be made that increase initial construction expenditures. Equipment or material that costs more at start-up may be recommended because the savings delivered through efficiency and lower operating/maintenance costs will ultimately pay for the initial investment. Far-sighted clients will evaluate their building expenses more completely with life-cycle building costs in mind.

Clients reap the full range of benefits VE offers by introducing it early in their planning. Soliciting advice from designers, builders, and the people doing the actual construction will produce optimum value when creative minds and non-adversarial environments exist. Clients who remain open-minded with budgets, programming, and aesthetics will receive the best value

and satisfaction because they've used the value engineering process to its fullest potential. They'll know their project costs inside-out and we'll take comfort knowing that CPR won't have to be administered.

James L. Mitchell III

Ed. note: Mitchell, who contributes periodically to the ChapterLetter, is the Director of Business Development for Columbia Construction Co., the construction management firm in North Reading; he can be reached at 978-664-9500/ jtmitchell@columbiacc.com.

Inc. magazine wants you

...The December issue of *Inc.*...contains the latest insertion of the AIA/Corporate Design Foundation series, "Building Business." You will find the current case study on pp. 124-125. This very successful series demonstrates the value of good architecture to the CEOs of fast-growing companies. I am very pleased to announce that the AIA/Corporate Design Foundation series will be continued in 1999.

We have received very positive comments and valuable suggestions from past mailings. Once again, should you be familiar with any companies you feel appropriate for this unique series, please contact Peter Lawrence, Chairman of the Corporate Design Foundation, in Boston at 617-350-7097.

Gary Mirkin, Publisher
Inc. Magazine

Other voices

"Who designed the golden arches? When we decided to franchise, we wanted a new building. So we asked three architects to submit sketches. They all looked the same — low, boxy things. I'm sitting in my office, trying anything to at least give it some height. The home I had then was a Southern Colonial with four columns — it looked like the damned White House. I drew columns; they were atrocious. Then I drew one arch running parallel with the front of the building. It seemed to lift the building. Then I drew in the two arches. The architects hated them, but if there was anything I ever accomplished, it was the golden arches." — *Richard McDonald, co-founder of the first California drive-in restaurant that led to the McDonald's chain (in an interview in The Boston Globe Magazine, 6/28/98)*

"Art for art's sake is the philosophy of the well-fed." — *Cao Yu*



"Before Carlo did us, we thought the whole nineteenth century was clunky."

Competitions/Awards/Grants

BSA Design Awards Programs (see p. 4)...**Best Accessible Design Awards**; 3/26 deadline; 617-727-0660/800-828-7222 (Mass. Architectural Access Board)...**Housing Design Ideas Competition** for Roswell, New Mexico; 6/10 deadline; Jane Housden, Competition Clerk, POB 1332, Culver City CA 90232/clerk@frank.org...**Preservation Awards**; 3/12 entry deadline; 617-727-8470 (Mass. Historical Commission)...**Wheeling Village "Symbolic Entry" Design Competition**; 3/12 reg. deadline; 847-459-2600 (Jim Grabowski)...**Easy Access Housing Design Awards**; sponsored by AIA, Easter Seals and PATH; 3/26 entry deadline; 202-626-7446 (Stephanie Vierra)/vierras@aiaemail.aia.org...**Architectural Laminated Glass Innovation Awards**; 3/8 entry deadline; 202-626-7446 (Stephanie Vierra)/vierras@aiaemail.aia.org...**Masonry Projects Awards**; 9/15 entry deadline; 303-823-8284 (Bill Palmer)/wpalmer@wocnet.com...**New Strategies for the Undercrowded Baltimore Neighborhood** design competition; 3/2 reg. deadline; \$15K first prize; 410-233-9686/www.ndc-md.org...**World Theater in Prague** design competition; 3/15 submission deadline; \$5K first prize; Competition 1999, General Secretary/OISTAT, POB 117, 7550 AC Hengelo, The Netherlands...**International Residential Design Competition**; 3/15 reg. deadline; 1M-yen first prize; 81-3-3811-7101 (Tokyo)...**Dinkeloo "Green Portfolio" Competition**; \$7K award; 5/7 submission deadline; 212-924-7000 (Van Allen Institute); vanallen@vanallen.org/www.vanallen.org...**Presidential Design Awards 2000**; White House-sponsored national design excellence program in architecture, engineering, historic preservation, interior design, landscape architecture, urban design and planning, graphic design, industrial and product design; 4/8 deadline; 202-501-1888 (Thomas Grooms) or thomas.grooms@gsa.gov...**Historic preservation grants**; Mass. Historical Commission grants program; \$300,000; www.magnet.state.ma.us/sec/mhc or 617-727-8470...**"The Best Shingler in the Northeast"** awards program; 617-472-5590 (New England Roofing Contractors Association)...**Education Research Grants** to support research or teaching projects in design education (\$2,000-6,000) 3/23 deadline; Boston Architectural Center, 617-262-5000x223...**WIPO HQ/Geneva Competition**; 5/15 submission deadline; World Intellectual Property Organization, francis.gurry@wipo.int (legal counsel, Office of Legal and Organizational Affairs, 34 chemin des Colombettes, 1211 Geneva, Switzerland)...**Urban Housing Student Competition**; 4/12 submission deadline; ACSA and Otis Elevator; Website — acsa-arch.org/activities/studdesign.html

A schedule of annual BSA, AIA New England, & national AIA design awards programs is available from the BSA; 617-951-1433x221

...**"Envisioning California's Great Central Valley: Housing the Next 10 Million"** ideas competition; 5/99 deadline; 916-448-9082 (William Liskamm FAIA)...**Berlin Prize Fellowships** in architecture and other disciplines; 212-588-1755/fax 212-588-1758 (The American Academy in Berlin, New York City)...**"Competitions"** magazine reports regularly on competition results and related information; for a subscription, call 502-451-3623...**Predevelopment Assistance Pro-**

gram grants to support early-stage economic development projects in Massachusetts; 800-445-8030 (Mass. Development Finance Agency)...**Victorian-era buildings** (exteriors or interiors), public places, open spaces, etc.); Jack Grinold, 48 Greycliff Rd., Brighton MA 02135...**AIA Honors & Awards Programs** including the Gold Medal, Kemper Award, Whitney Young Citation, Honorary AIA Membership, Design Honor Awards, 25-Year Award, Urban Design Awards, AIA College of Fellows, Honorary Fellowship, Thomas Jefferson Awards for Public Architecture, Young Architects Citation, Library Building Awards, Institute Honors, Architecture Firm Award, Henry Bacon Medal, Topaz Medallion for Education, Brick in Architecture Awards, Interior Architecture Awards, Concrete Masonry Design Awards, Cedar Design Awards, etc.; deadlines vary; 617-951-1433 x221 (ask for the Annual Awards Schedule)...**Minority/Disadvantaged Scholarship Program**; annual AIA/AAF Scholarships; 202-626-7511 (Mary Felber)...**Aga Khan Award**, Program Procedures, 32 chemin des Crets-de-Pregny, CH-1218 Grand Saconnex, Geneva, Switzerland (\$500K in prizes; rolling deadlines)...**AIAS student competitions**: programs & deadlines vary; 202-626-7472...**NIAE student competitions**; 212-924-7000...**Fulbright grants** for architects and urban planners; 202-686-4000 (fax 202-362-3442)...**NEA design project grants & individual grants/fellowships** (up to \$20K) for designers; 202-682-5437...**The MacDowell Colony** Residency for architects; 603-924-3886 or 212-966-4860 for applications & deadlines... For details on the American Architectural Foundation Richard Morris Hunt Fellowship and numerous AIA-related fellowships and scholarships for minorities/disadvantaged individuals, professional degree candidates, health facilities design, research, and other purposes, including The RTKL Traveling Fellowship, call 202-626-7511 and, for the AIA/AHA Fellowship in Health Facilities Design, call 202-626-7429.

Workshops/Conferences

Build Boston (200 workshops/seminars); 11/16-18; workshop proposal deadline: 4/2; (see p. 14) 617-951-1433x221...**Bentley/BAC CADD** seminars on MicroStation TriForma; 3/17 at the BAC; 978-952-0041 or richard.taylor@bentley.com to register...**AIA Dallas**; National AIA Convention, 5/7-10; 202-626-7300...**Beijing 99**; International Union of Architects Conference; uiabeijing99@public.gb.com.cn (on the Web at www.cin.gov.cn)...**"Meeting Energy Codes with Lighting Control Systems"**; 3/24; IES (617-742-8060, Wanda Barchard, IES)...**Northeastern University Center for Continuing Education Building Design and Management** courses; 617-320-8000...**Wentworth Institute of Technology** professional and continuing studies programs; 617-442-9010x446...**BAC continuing ed.** programs; 617-536-3170...**GSD professional development** program; 617-495-1680...**Jewish Vocational Service** career, job-hunting and related workshops; 617-965-7940...**Women's Educational and Industrial Union** career services workshops and other services on job-hunting and other career issues; 617-536-5657...**MIT Center for Real-Estate** professional development courses; 617-253-4373...**BU Program for Real-Estate Studies**; 617-353-3013...**North Bennet Street School** workshops on fine woodworking, etc.; 617-227-0155.

Exhibits/Lectures/Tours

BSA Lecture Series (see p. 1)...**BSA International Architectural Tours Program** (Australia, etc.); 800-272-8808 or 415-955-2753...**BSA exhibits** (see p. 2)...**"Life in the City"** lecture; BAC Interior Design Dep't & Adaptive Environments lecture series on universal design; 3/24, BAC; 617-262-5000/www.the-bac.edu...**MIT Lectures**; Thomas Herzog ("Working on Solar Energy"), 3/16; Jörg Schlaich ("Light Structures: The Joy of Engineering"), 3/30; Hilmar von Lojewski ("Dresden: Redevelopment of a European City"), 4/6; 617-253-4412 (Anne Simunovic)...**Preservation Worcester** lecture series: "A Remarkable City of Commerce in 1900"; 508-754-8760...**MIT exhibits**; 617-253-4411...**MIT Museum** exhibit of the work of Doc Edgerton; 617-253-4405...**Northeastern lectures & exhibits**; John Maeda (3/4 lecture on "Technology in the Service of Human Expression"); Wilfried Wang (4/8 lecture on "Uninvited Criticism"); 617-373-2347...**Harvard GSD exhibits**; 617-495-4784...**Historic architectural drawings** exhibit at the Library of Congress; 800-551-7328...**BAC exhibit** program; 617-536-3170...**Wentworth** exhibit & lecture programs; 617-442-9010...**"The Four Shapes of Boston,"** a slide-lecture on Boston's architectural history available to rent (with speaker); 617-367-2345...**Art & architecture tours** of the BPL; 617-536-400x212...**Freedom Trail Tours** (617-242-5642)...**Walking Tours of Jamaica Plain** (617-524-5992)...**Black Heritage Trail** (617-742-5415)...**Gropius House Tours**; Lincoln; 781-259-8098.

Other Opportunities

Build Boston workshop proposals; 4/2 deadline; 617-951-1433x221 (ask for form bb-14)...**ArchitectureBoston**, the BSA quarterly magazine; for editorial and advertising requirements, call Nancy Jenner at 617-951-1433x227...**NCARB seeks author** for its monograph on "Community Planning for Architects"; for details write Kim Garrison by 3/31 at pdp@ncarb.org/fax 202-783-0290...**"Building Business"**, the Inc. magazine series on corporate architecture seeks BSA members' recommendations of clients for this program (which promotes good design); 617-350-7097 (Peter Lawrence)...**Restoration & Renovation** workshop proposals are invited for conferences in Charleston (proposals due 4/1) and Boston (proposals due 6/1); 978-664-6455/show@egixhib.com (EGI Exhibitions)...**Homes designed by BSA members** in the last 10 years are sought for inclusion in a new book called *The New Family Home*; Jim Tolpin, POB 1933, Port Townsend WA 98368; tolpin@olympus.net...**Before & After**, the home-renovation TV series, is seeking BSA members' before-&-after photos of completed remodeling projects; 612-835-4455 (Rachel Baer or Dana Ritter)...**Teachers/Practitioners**: the BAC is seeking instructors for courses such as wood-frame construction, mechanical/electrical systems, materials, methods and contract documents, structures (many of these related to the A.R.E.); call Ron Ranere AIA at 617-536-3170x258...**Residential Architect** magazine is seeking BSA members' residential design details for publication; call or write Rick Vitullo AIA (410-923-1140/fax 410-923-3827/e-mail olstudio@aol.com).



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The BSA ChapterLetter

The BSA ChapterLetter is published monthly by the Boston Society of Architects, 52 Broad Street, Boston 02109-4301. The ChapterLetter is a service provided by AIA members in Massachusetts to the profession, the public, and everyone else with a sense of humor or an interest in 21st-century America. (For out-of-state subscription information, call 617-951-1433x228/fax: 617-951-0845.)

Letters to the editor, suggestions, criticism, encouragement, and manifestations of the light touch are welcome. Submissions may be e-mailed (bsarch@architects.org), faxed (617-951-0845) or mailed (BSA, 52 Broad St., Boston 02109). Typed, double-spaced material intended for publication must reach the BSA by the deadline dates listed on page 1. Appropriate submissions are edited and published as space, temperament, and prejudices permit.



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Imminent BSA deadlines

April 2

Deadline for Build Boston 1999 workshop proposals (call the BSA for form BB-14; see p. 10)

May 3

Deadline for submissions to the BSA 1999 Urban Design Awards program (see p. 3)

May 17

Deadline for submission to the BSA 1999 Sustainable Design Awards program (see p. 3)

For more information on any of these deadlines, call 617-951-1433x221.

ChapterLetter deadlines are listed on p. 1

To join your friends and colleagues in *Membership News*, call the BSA at 617-951-1433x221. Call the same number for information on out-of-state subscriptions to this newsletter, the BSA's quarterly magazine (*ArchitectureBoston*), AIA Documents, gift memberships, Build Boston workshops and exhibits, special publications on project management and everything else, Classified ads, job-placement services, and a trillion other things.



AIA members earn Learning Units in many ways. This continuing-education symbol used throughout the ChapterLetter indicates Learning Unit opportunities.

Monday	Tuesday	Wednesday	Thursday	Friday
1 12:30 pm *BFA Development Cte	2 9:30 am Educational Facilities Cte, Earl R. Flansburgh + Assoc., 77 No. Washington St., Boston (see p. 11)	3 8:00 am Education Network (see p. 6) 8:00 am Task Force to End Homelessness, Payette Assoc., 285 Summer St., Boston (see p. 11) 11:00 am AIA/NE Board Meeting Noon *Membership Cte (see p. 11)	4 8:00 am Editorial Board 10:30 am Executive Committee Noon *Board Meeting	5 6 (Sunday) <i>Michelangelo is 523</i>
8 Noon *Chapter Affairs Commission/Committee Chairs Lunch	9 8:30 am Legislative Affairs Cte (see p. 5) Noon *Office Information Systems Task Force (see p. 10)	10 8:30 am Residential Design Marketing Group (see p. 11) 6:00 pm YouthVisions Cte (see p. 10) 6:30 pm AllPlan Users Group, Bereznicki Assoc., 9 Wendell St., Cambridge (see p. 11)	11 8:00 am Historic Resources Cte 6:00 pm Regional Design Cte (Robert Sturgis FAIA, 617-647-7833; see p. 10)	12 * Lunch Meetings! RSVP 617-951-1433x221 800-662-1235x221 by 9:30 am on the day of the meeting to reserve lunch.
15 Noon *Public-Sector Architects Cte, Room 1609, 100 Cambridge St., Boston (see p. 10) Noon *BFA Board Meeting 6:00 pm "Working Abroad" (see p. 2)	16 8:00 am SeaPort Focus Team All meetings are in The Architects Building, 52 Broad Street, unless otherwise noted.	17 Noon *Corporate/Institutional Architects Cte (see p. 10) Noon *Ethics Cte 5:15 pm Healthcare Facilities Cte (see p. 11) 5:30 pm BSA Lecture Series (see p. 1) 6:00 pm DBUG, Prellwitz/Chilinski, 221 Hampshire St., Cambridge (617-492-2200/ Steve Allen); see p. 11 6:00 pm Urban Design Cte, C7A, 1050 Mass. Ave., Cambridge	18 Noon *Exhibits Cte Noon *Small Firms Practice Cte (see p. 10) <i>St. Patrick's Day, which was</i> <i>yesterday, commemorated the</i> <i>availability of free meter</i> <i>parking in Boston</i>	19 8:00 am Housing Cte 20 (Saturday) <i>The Bauhaus is 80 and</i> <i>Spring arrives tomorrow</i>
22 4:30 pm Building Envelope Cte (see p. 10)	23 8:00 am Design Cte (see p. 11) 1:15 pm *IFRAA (see p. 11) 6:00 pm ASR (see p. 11)	24 8:00 am Design Firm Marketing & PR Group (see p. 11) Noon *Technology Cte (see p. 10)	25 8:00 am "Air-Barriers in the Building Envelope" conference (see p. 1)	26 8:00 am "Sealing the Building Envelope" workshop (see p. 5) 27 (Saturday) <i>Mies is 103</i>
29 9:00 am "Exterior-Wall Detailing" workshop (see p. 5) <i>Lutyens is 130</i>	30 Noon *President's Planning Group, CBT, 306 Dartmouth St., Boston <i>Goya is 253</i> <i>Van Gogh is 146</i>	31 <i>The Eiffel Tower is 110</i>	Members earn AIA Learning Units through participation in BSA committee work.	

